

- ☐ Conversion Only
☐ Update Only
☐ Informal Review
☒ Formal Review



STATE OF MONTANA MONTANA DEPARTMENT OF TRANSPORTATION JOB PROFILE AND EVALUATION

SECTION I - Identification

Working Title: Payroll Program Manager

Class Code Number: 132996

Department: Transportation
 Division & Bureau:

Class Code Title: Financial Operations Supervisor
 Pay Band: 6 Manager

Section & Unit:
 Work Address: 2701 Prospect Avenue
 Helena, MT 59620

Position Number : 21011

Phone: (406) 444-6332

FLSA Exempt ☐ ☒ FLSA Non-Exempt

Profile done by: Linda Hicks, Operations Manager

Work Phone: 444-6037

Work Unit Mission Statement or Functional Description:

The Fiscal Operations Bureau (FOB) manages, plans, develops, implements, and maintains all internal accounting and financial information systems, establishes policy, methods, and procedures, and conducts financial operations for MDT's Payroll Section, Collections Section and the Accounting Systems Operations(ASO) Section.

*The **Payroll Section** is responsible for maintaining and operating SABHRS and internal payroll accounting systems to record financial activity and address the reporting needs of both management and operational staff; developing and maintaining policies and procedures; coordinating with the Human Resources Division in implementation of new policies and procedures; disseminating information to employees regarding benefit changes; and allocating labor costs to various activities and projects to document and qualify eligible costs for reimbursement.*

Describe the Job's Overall Purpose:

The Payroll Program Manager serves as an advisor to and manager for specific tasks and projects for MDT's decentralized payroll across the state, which includes headquarters, five division offices, and six area offices in order to establish and maintain internal controls, develop and implement accounting and payroll policies and procedures related to MDT payroll, which accounts for approximately \$140 million annually. To achieve these goals, the position works in tandem with the HR Program and Policy Manager regularly as well as departmental operations management to represent the department's payroll and related accounting interests at management meetings related to operating decisions, procedural decisions, and business process decisions to ensure effective use of resources.

Responsibilities include proactively in identifying internal control weaknesses, developing and implementing policies and procedures to ensure compliance with established State, Federal and IRS regulations, and documenting and conducting financial monitoring to ensure established division and departmental goals, objectives and priorities are met while maintaining cost efficiency. The position develops, recommends, and enforces payroll accounting policies and procedures for addressing major issues of concern as well as, provides ongoing advice and oversight to the division and department on the administration of payroll program functions. Establish and implement employee performance measurements. The position reports to the Fiscal Operations Bureau Chief, directly supervises five (5.0 FTE) payroll / benefit staff, and has oversight for the eleven division and area offices payroll related functions.

SECTION II - Major Duties or Responsibilities

% of Time

1. *Duties and Responsibilities*

A. POLICY AND PROCEDURE ADMINISTRATION 70 %

1. Provide oversight to division and district regarding payroll and accounting processing, affecting divisions, bureaus and sections throughout the department. This involves identifying errors, developing solutions, establishing accounting treatment, then coordinating related functions as needed within multiple divisions, bureaus, and sections. Examples include decisions regarding coding expenditures (taxable and non-taxable), clearing accounts, account setup, procedural development for account usage.
2. Develop, implement and coordinate department policies and procedures related to payroll. This involves identifying improper payroll accounting treatment, evaluating multiple and ambiguous factors, present findings to management along with proposed solutions to mitigate internal control weaknesses and/or comply with IRS rules/regulations, then implementing appropriate course of action and monitoring future occurrences.
3. Evaluate and analyze departmental payroll and accounting internal control structures in order to identify compensating controls and limit control deficiencies. This involves running reports, analyzing findings, and reviewing historical data. If an internal control deficiency exists and there are no compensating controls, the position will develop and implement appropriate measures such as policies, procedures, processes to ensure compensating controls.
4. Serves as the department lead by directing payroll related SABHRS accounting and Human Resource module upgrades, enhancements, and future modifications to ensure implementation is conducted with minimal interruption of critical business processes. This involves coordinating across divisions, bureaus and sections within the department such as Human Resources, ISD and ASO.
5. Together with Accounting Controls Bureau (ACB), develops solutions to unique procedural problems based on analysis of current and future business processes. This includes brainstorming current processes and procedures, evaluating possible solutions, considering impact on systems and current business processes, working with ISD accounting team to explore new and innovative ideas and developing an approach to present to upper management.
6. Develop, implement and coordinate the payroll accounting structure and procedures based on policy changes by HR, D of A, ASO, the Union and other divisions in the department (e.g. MCS). This involves looking at the business needs of the section, coordinating with other relevant sections, and aligning work with the goals and objectives of the department.

7. Ensure department payroll and accounting procedures are in compliance by reviewing source documents from GAAP, Federal taxation laws, and State and Federal fiscal procedures using resources from GASB, FASB, GAAFR, AICPA, the MOMS Manual, MCA, CFR, OMB Circulars, IRS Regulations, MDT policies, state, and federal policies. Interpret source documents and apply the interpretation to current business processes. Implement and monitor as appropriate.
8. Serve as the department's primary resource for various interrelated payroll and accounting policy interpretation, to ensure accurate and consistent application across the department. This involves interpretation of departmental policy, state and federal policy, human resource policy, tax policy and tax law, and union contract interpretation in order to provide professional guidance and interpretation.
9. Serves as a liaison with the HR Division's Policy and Program Manager. Provides communication between Payroll and HR to ensure quality customer service to MDT employees. Provides oversight to payroll and accounting processing activities.

B. OPERATIONS SYSTEMS MANAGEMENT

20 %

1. Provides oversight, technical direction and establishes priorities to all MDT payroll technicians and district financial officers in support of multiple business process and systems such as employee benefit administration, biweekly payroll processing (new hires, retro pays, differential, retirees), leave calculations (accrued, taken, donated and paid out), reimbursable expenses (per diem, allowances, coding issues, relocation, training), IRS tax laws and regulations, travel advances, FMLA tracking, unions and pensions accounting, and related policy interpretation.
2. Develops solutions to operational problems and implements updates and edits between internal payroll, CARES, SABHRS HR, and SABHRS Financials. This requires coordinating system issues with conflicting requirements, determining logical solutions that impact various state and departmental stakeholders such as ASO, ISD, State Payroll, and SABHRS.
3. Monitors and maintains the accounting structure for SABHRS HR module and grant and project reporting by establishing proper coding and coordinating with the Accounting Systems Operation section to ensure coding will flow through the department's multiple payroll and accounting systems in order to minimize errors. Examples include working with MDT departments to develop processes to track various grant expenditures. This involves identifying needs, evaluating system capabilities and proposing solutions. Once a solution is identified and agreed upon, follow-up is required and coordination efforts are made with ASO to get the coding setup in the CARES system and Oracle Payroll system. Additionally, task groups and profiles may need to be setup in the SABHRS HR module as well as expenditure coding.
4. Together with the bureau chief and other affected departmental management, provides direction on the nature and content of section operations to achieve short and long term accounting operations goals for the department.
5. Design and perform training needs assessments in order to plan training programs and identify and document customer expectations.

C. EMPLOYEE PERFORMANCE

10 %

1. Ensures that subordinate staff complies with State and MDT personnel rules, regulations, and policies. Participates in, investigates, and resolves grievances at the lowest level possible.
2. Evaluates the performance of all positions directly supervised and completes performance evaluations. Implements and monitors corrective actions including discipline. Enforces disciplinary policies to ensure consistency in the application of disciplinary actions.
3. Manages staff by reviewing, priorities and monitoring progress through meetings and consultations. Conducts staff meetings, disseminates data, and promotes information exchange for support and advancement of district and department goals. Develop solutions to correct problems. This position will typically be responsible for the resolution of more complex problems and the development of methods and procedures to ensure that problems don't recur.
4. Establishes and recommends overall responsibilities, staff structures, and allocation of subordinate positions. Recommends and justifies requests for additional personnel as necessary.
5. Determines training needs of subordinate staff and makes recommendations through analysis of program effectiveness, new methods and policies, and staff performance. Prepares, presents, or coordinates training through personnel specialists, trainers, or outside consultants to ensure that modern administrative services are available. Ensures consistency in the application of training opportunities for all staff.

Specific examples of problems solved, decisions made, or procedures followed when performing the most frequent duties of this position.

- This position reviews tax laws to determine the impact on treatment of expenses reimbursed to employees. This requires knowledge of current departmental processes and procedures to determine if proper tax treatment is being applied to reimbursable employee expenses. This position performs the research necessary to provide feedback to upper management on compliance requirements. Part of the research includes evaluating possible scenarios and providing solutions when problems are identified to upper management. Internal and external communication is performed during this phase. Internal communication involves meetings with management to discuss the requirements, provide supporting documentation and discuss possible solutions. External communication must take place with the SABHRS Human Resource Division (DOA) to determine what other state agencies are doing and in the absence of policy or procedure what should be done to ensure proper tax treatment on a state level. After a determination has been made both internally and externally, this position follows-up with the development of processes and procedures to ensure compliance with tax requirements as well as the integrity of the internal control structure. The development phase includes documentation of the processes and procedures. After processes have been developed, this position takes the necessary steps to implement the new process within the department. This involves working with ASO and ISD for system setup requirements and working with SABHRS HR and Financials to ensure coding is setup in both systems. After the codes have been implemented in the system, this position communicates the changes to the necessary personnel at headquarters and in the district as well as provides guidance on questions relating to policy or procedure. This position monitors the new process to ensure information flows through the process as anticipated and the tax treatment is as expected. Any problems that are identified are followed up on with SABHRS Payroll to perform the necessary corrections.

- Decisions made include those related to system development and changes required to gain efficiencies and reach departmental goals while maintaining strong internal controls. Identifying possible solutions to problems as they arise and determining which direction to go in resolving these issues. Deciding the short-term vs. long-term solutions to problem areas and brainstorming with management team on how to proceed to reach the ultimate goal.
- System development includes working with the assigned ISD team to develop an electronic timesheet that will take into consideration the department's current accounting structure. This includes developing innovative concepts; active role and involvement in development, working with a diverse group of stakeholders who may have conflicting ideas regarding the system development, looking at broad issues to determine any system implications; considering long-term, big picture impact; breaking tradition in reforming and reorganizing how services are accomplished.

The most complicated aspect of this position is?

- Actively researching tax laws, payroll tax limits and new guidance and assessing the impact on existing policies and procedures. When applicable, devising ideas and solutions and presenting these ideas/solutions to varied audiences with recommendations to complex problems.
- Actively looking for ways to improve current processes and procedures to gain efficiencies. This involves taking into consideration the internal control structure, future visions and goals of the agency, impact on systems, working outside the box to come up with ideas and solutions, knowledge of computer systems and system abilities in order to work with ISD staff to communicate current and future needs.
- System development includes working with the assigned ISD team to develop an electronic timesheet that will take into consideration the department's current accounting structure. This includes developing innovative concepts; active involvement in development, working with a diverse group of stakeholders who may have conflicting ideas regarding the system development, looking at broad issues to determine any system implications; considering long-term, big picture impact; breaking tradition in reforming and reorganizing how services are accomplished.
- Interpreting technical information to employees in such a way that it is easily understood by a variety of individuals across occupations and interests.

Guidelines, manuals or written procedures available:

GASB, FASB, GAAFR, the MOMS Manual, MCA, CFR, OMB Circulars, IRS Regulations, MDT policies, and other state and federal policies, and the Department of Administration.

Which of the duties and/or specific tasks listed under 1. (above) are considered "essential functions" which must be performed by this position (with or without accommodations)? (If you need information or training on the identification of essential functions, please contact MDT Human Resources Division.)

Duties A, B, and C

The following mental and physical demands are associated with these essential functions:

MENTAL

- Mediating conflicts
- Ability to multi-task
- Demands for accuracy in all aspects of work

- Ability to meet inflexible deadlines
- Computing arithmetic operations
- Comparing data
- Compiling information
- Analyzing
- Coordinating
- Synthesizing
- Negotiating
- Instructing

PHYSICAL

- Light lifting (less than 10 lbs.)
- Carry light items (papers, books, small parts)
- Remaining seated for extended periods of time, with occasional walking; standing; bending
- Travel within the state to project and training locations, and out of state travel by airline to national conferences and meetings.
- Operating a personal computer
- Communicate in writing, in person, and over the phone

Does this position supervise others?

☒ Yes, supervision over the Payroll Section.

Number directly supervised: 5 FTE.

Complexity level of the positions supervised: varied.

Position Number(s) of those supervised 07007, 20041, 07008, 21012, 21059

This position is responsible for:

- | | | | |
|--|--|---|---|
| <input checked="" type="checkbox"/> Hiring | <input checked="" type="checkbox"/> Firing | <input checked="" type="checkbox"/> Supervision | <input checked="" type="checkbox"/> Pay Level |
| <input checked="" type="checkbox"/> Performance Management | <input type="checkbox"/> Promotions | <input checked="" type="checkbox"/> Discipline | |
| <input type="checkbox"/> Other: | | | |

Attach an Organizational Chart.

SECTION III - Minimum Qualifications - List minimum requirements for the first day of work.

Knowledge and skills required for this position:

KNOWLEDGE

Knowledge of the various accounting, financial management, management processes and government organizational models and their interrelationships to meet established objectives, laws and regulations. Advanced knowledge and understanding of the theories, principles, practices and procedures of governmental accounting, GAAP, GASB, GAAS, GAAFR and Statewide Cost Allocation.

Ability to direct the activities of a professional staff. The incumbent must have the ability to organize, motivate and influence a professional, technical staff, must be able to establish priorities, assess task complexity and make assignments appropriately, and provide training and other career opportunities for assigned staff.

Must be able to communicate with a wide variety of people in a broad variety of settings. The incumbent must have the ability to build consensus within groups on controversial issues but also enforce standards when appropriate. The incumbent must be able to establish and maintain effective working relationships with all department personnel, other state agencies and the public.

Must have the ability to assess and solve complex accounting issues and problems, devise methodologies and solutions, perform analyses and relate relevant information. Must be able to clearly and concisely form and express ideas and concepts; interpret technical information and findings to varied audiences.

Must be skilled in using a personal computer and comfortable with accounting related software such as state and federal government software systems and their related processes.

BEHAVIORS REQUIRED PERFORMING THESE DUTIES:

ACCOUNTABILITY/INITIATIVE

Accepts personal responsibility for quality and timeliness of work products. Reflects a belief that the results achieved are a direct result of his/her personal decisions and actions. Refuses to offer or accept excuses for failure. Responds positively to challenges. Recognizes inefficient or ineffective processes; offers and promotes alternative solutions. Establishes and achieves deadlines. Recognizes what needs doing and does it without being told. Reviews work to ensure accuracy, completeness, and quality. Takes pride in the job. Actively engages in professional self-development opportunities. Accepts individual responsibility for all actions taken.

ADAPTABILITY/FLEXIBILITY

Adapts to changing conditions and work responsibilities. Accepts constructive criticism and suggestions and uses them to improve performance. Deals with anger, frustration and disappointment in a mature manner. Maintains objectivity and seeks solutions acceptable to all. Maintains positive approach, optimism, and motivation. Accepts change as a healthy and normal part of growth. Receptive to new information and recognizes the validity of various viewpoints; sees situations objectively. Responds positively to changes in direction and priorities, responsibilities or assignments. Adjusts to multiple demands, priorities, ambiguity, and change positively. Works effectively within a variety of situations, individuals, or groups.

COMMITMENT

Helps and supports others in their work to contribute to overall success. Willingly accepts more responsibility or more work. Exhibits a sense of ownership in a project or the resolution of a problem. Looks for opportunities for improving work methods. Demonstrates a desire and willingness to excel, to

improve and to be proficient in the position. Actively seeks out learning opportunities. Follows through and meets commitments in a timely manner. Relied upon by others as a source for valid information. Can be counted on to meet deadlines.

CREATIVITY AND PROBLEM SOLVING

Accurately applies general standards and requirements to specific accounting treatment issues. Generates ideas, fresh perspectives and original approaches; open-minded. Uses creativity and originality when problem-solving. Goes beyond traditional ways to address issues and problems. Displays the ability to generate ideas, fresh perspectives and original approaches and to engage in open-minded thinking. Thinks “out of the box” and goes beyond traditional ways to address issues despite obstacles or resistance. Identifies critical information necessary to analyze problems. Applies new ideas, methods, designs, and technologies. Develops broad strategies to utilize the least amount of operational or human resources necessary to accomplish a mission; is considered an authority at understanding the essence of a service or product; draws upon extensive experience with a broad range of failures, successes, issues, strategies, and operational and human factors in developing solutions to problems.

CUSTOMER ORIENTATION

Creates an atmosphere in which timely and high quality information flows smoothly between self and customer. Encourages open, honest, and constructive expression of ideas and opinions. Demonstrates active listening skills. Uses appropriate body language. Seeks to understand other viewpoints. Analyzes the customer needs and adjusts to the perspective of the customer, when appropriate.

COMMUNICATION

Provides timely and concise information to others verbally, nonverbally and in writing, and helps others communicate effectively. Ensures that communication occurs at all organizational levels, between all appropriate people and encourages open expression of ideas and opinions. Listens effectively, transmits information accurately, understandably and appropriately and actively seeks constructive feedback

Carries out the vision and goals of the organization; is relied upon by others as a source for valid information; develops and maintains long lasting working relationships with subordinates, peers, and customers.

DECISION-MAKING

Identifies and considers possible alternatives before making decisions. Bases decisions on achieving desired outcomes pursuant to the departmental business plan or management direction. Uses a combination of analysis, experience, and sound judgment. Uses logic and reasoning combined with solid, accurate analysis. Evaluates multiple and ambiguous factors to resolve problems. Develops and implements appropriate courses of action in response to opportunities and impediments. Independently takes action and responsibility for solving problems. Makes decisions designed to achieve desired outcomes. Challenges the status quo by taking calculated actions in complex, ambiguous, contentious or hazardous situations to force an issue or set a direction. Determines appropriate responses to accounting control issues with minimal assistance or precedent.

ETHICS

Models high standards of honesty, integrity, trust, and openness. Knows, understands, and follows through with the correct standards of conduct and moral judgment required; is willing to act outside the norm when needed to adhere to ethical principles. Communicates and demonstrates actions in a consistent manner. Respects others, regardless of individual capabilities, agendas, opinions or needs. Considers MDT’s Vision, Mission, Values, and Team Norms in making decisions and taking actions. Practices what he/she preaches. Takes all necessary actions when serious ethical issues are at stake. Consistently models high standards of honesty, integrity, trust, openness, and respect.

INNOVATOR: Develops novel or innovative concepts; actively steps into a leadership role, takes into consideration broad issues; considers the long-term, big picture when solving problems; resolves complex, strategic, sensitive, multi-faceted or long-range problems and issues; breaks tradition in reforming and reorganizing how services are accomplished. Recognized as a thoughtful leader.

INTERPERSONAL SKILLS

Builds constructive and effective relationships with internal and external customers. Listens actively and attentively and demonstrates an appreciation of other perspectives. Builds the appropriate rapport required to do business. Openly demonstrates an understanding of and respect for the value of co-workers' contributions to the MDT mission. Supports team decisions and results through actions and communication.

LEADERSHIP

Sets goals that provide challenge. Measures goal attainment regularly. Creates own measures of excellence. Displays a contagious optimism about the work to be done. Employs strategies to promote ideas and proposals to increase probability of acceptance. Mentors others in their weak areas to improve the performance necessary to achieve success. Honors commitments and agreements. Treats people fairly, with courtesy and respect, in a positive and consistent manner. Demonstrates a willingness to collaborate in order to meet goals and gain cooperation.

Provides clear directions, technical assistance, and guidance to Bureau staff and Division managers to ensure effective operations and program activities. Motivates staff to achieve common objectives. Appropriately delegates responsibilities to competent staff. Shares information, feedback, and knowledge (two-way communication) with key persons inside and outside of the organization to ensure successful project outcomes and/or improvement. Includes training, teaching, and coaching others. Actively steps into a leadership role.

TEAMWORK

Works cooperatively with others as part of a team as opposed to separately or competitively.

WORKPLACE SAFETY

Employee is committed to performing job duties the right way, the first time. Employee approaches work activities by pre-planning work tasks and identifies potential hazards and methods to control those hazards through proper work processes, tools and personal protective equipment. Employee displays a work attitude stressing the importance of personal safety and safety of others.

Education:

Check the one box indicating minimum education requirements for this position for a new employee the first day of work:

- | | |
|--|---|
| <input type="checkbox"/> High school education required | <input checked="" type="checkbox"/> Bachelor's Degree |
| <input type="checkbox"/> 1-year college/voc. training | <input type="checkbox"/> Master's degree |
| <input type="checkbox"/> AAS/2-years college/vocational training | |

Specify the acceptable bachelor's degrees:

Bachelor's Degree in Business Administration, Accounting, Finance (other degrees may be considered on a case-by-case basis) plus three (3) years of experience of which one year is supervisory experience.

Other equivalent combinations of education and experience may be considered on a case-by-case basis.

Experience:

Check the one box indicating minimum work-related experience requirements for this position for a new employee the first day of work:

- | | |
|---|---|
| <input type="checkbox"/> None | <input type="checkbox"/> 6 years |
| <input type="checkbox"/> 1 year | <input type="checkbox"/> 7 years |
| <input type="checkbox"/> 2 years | <input type="checkbox"/> 8 years |
| <input checked="" type="checkbox"/> 3 years | <input type="checkbox"/> 9 years |
| <input type="checkbox"/> 4 years | <input type="checkbox"/> 10 years |
| <input type="checkbox"/> 5 years | <input type="checkbox"/> Other _____(be specific) |

Other specific experience:

Three (3) years of experience of which one year is supervisory experience.

Alternative Qualifications:

This agency will accept alternative methods of obtaining necessary qualifications.

☒ Yes ☐ No

Specify: Other equivalent combinations of education and experience may be considered on a case-by-case basis.

SECTION IV – Other Important Job Information

Working conditions: Responsibilities require the incumbent to work additional hours on occasion, to meet critical deadlines. Limited travel may be required.

SECTION V – Signatures

Signature indicates this statement is accurate and complete.

Employee:

Lisa Hurley	Payroll Program Manager
Name:	Title

Signature	Date
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Immediate Supervisor:

Linda Hicks	Fiscal Operations Bureau Chief
Name:	Title

Signature	Date
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Division/District Administrator:

Larry Flynn	Division Administrator
Name:	Title

Signature	Date
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Department Designee:

Brent Rabe	Human Resources Administrator
Name:	Title

Signature	Date
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